

USAR COMMAND SERGEANTS MAJOR HANDBOOK

This handbook is designed as a job aid only. It does not set or supersede Army doctrine. If you have questions, comments, or suggested changes, please contact:

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PREFACE

This handbook is designed to provide the United States Army Reserve Command Sergeant Major with a guide to the many facets of the most challenging position in the Army. This challenge is best described by reading the inscription on your certificate of appointment. It says:

You are therefore charged to faithfully and impartially discharge the duties required by this appointment. As Command Sergeant Major, you fulfill your role in the efficient accomplishment of the unit's mission by providing advice and initiating recommendations to the commander and staff on all matters pertaining to the enlisted personnel and their families. By providing counsel and guidance to noncommissioned officers and other enlisted personnel of the command, you satisfy your responsibility for the welfare of the unit's personnel. Also, as the senior noncommissioned officer in your command, you are provided a special charge to uphold military customs and traditions and to enhance the professionalism in the Noncommissioned Officer Corps and the Army by executing established policies and directives according to the Uniform Code of Military Justice.

In accepting this charge, the CSM agrees to become aware of anything that can affect the well being of the soldiers in the command. This guide will not provide all the answers, but it will let the CSM know where to find them. The CSM must inspire subordinates with the feelings of trust, loyalty, and commitment. The "Tools of the Trade" are catalogued here. The CSM that uses them will inspire these feelings and develop subordinate soldiers who are cared for, productive, and efficient.

ACKNOWLEDGEMENTS

The Army Reserve Readiness Training Center (ARRTC) gratefully acknowledges the support and cooperation of Forces Command (FORSCOM), the United States Army Sergeants Major Academy (USASMA), individual instructors and staff of the ARRTC, and those IRR and USAR Troop Program Unit personnel brought on special tour who provided valuable information and countless hours writing the initial drafts of this handbook. Through their outreach efforts, countless numbers of CSMs had the opportunity to review the drafts and provide invaluable information to this handbook. This handbook is truly the results of Total United States Army Reserve teamwork.

NAVIGATING THROUGH THE ELECTRONIC VERSION

If you are using the electronic version of this handbook, you may navigate to the functional areas by clicking on the listing in the Table of Contents, you can return by clicking on the button on the left side of the page. Where possible we have linked to the publication sites on the Internet so that you can access the reference by clicking on the title. NOTE that each time you click on a web link, your computer will open a new web browser window. So when you are finished with one reference, you should manually close the browser before returning to this document.

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INTRODUCTION

This handbook is designed to help you function in your position as a Command Sergeant Major (CSM). Your job is complex with responsibilities in many different areas. A recurring problem is remembering or finding the information you need to solve problems and answer questions. This can be especially difficult if you are a newly assigned CSM.

This handbook is designed to help you by serving as a quick reference book. It is divided into several functional areas (see Table of Contents). These functional areas and other sections are further divided into specific subjects containing guidelines, hints, and specific references. Always ensure that you use the current editions of AR's, FM's, etc. Check with your publications clerk or use DA Pam 25-30. Besides checking for the most current date or change, be aware that your CONUSA, RSC, or your own headquarters may have supplemented the basic publications.

SECTION I - ROLE OF THE CSM

The primary goal of every CSM should be to make their unit the finest unit in the Army. As the senior enlisted soldier in a unit, you are in a position to influence the quality of the unit - make this goal become a reality. The difficulty lies in understanding and affecting all the elements required in assisting your unit commander in developing the unit into the finest unit- training, mission, leadership, discipline, morale, esprit de corps, caring, and other elements.

Understanding the NCO support Channel, and the duties, responsibilities, and authority of a CSM are vital to achieving the primary goal. There is no single document that provides step-by-step guidance. This section can help. It provides an overview and a list of references to help you gain a better understanding of your role.

CSM RESPONSIBILITIES, DUTIES, AND AUTHORITY

Army Command Policy ([AR 600-20](#)) defines the responsibilities of noncommissioned officers and provides guidance on other inherent responsibilities of command. The chapters listed below are particularly relevant:

Enlisted Aspects of Command.....[Chapter 3](#)
Military Discipline and Conduct...[Chapter 4](#)
Other Responsibilities of Command.[Chapter 5](#)
Equal Opportunity Program.....[Chapter 6](#)

(There have been major changes to Chapter 6, check with your Equal Opportunity NCO to ensure you have the most current information.)

The Army Noncommissioned Officer Guide (TC 22-6) contains additional guidance. Review the following three chapters:

Assuming a Leadership Position....[Chapter 1](#)
The NCO Creed.....[Chapter 2](#)
Skills, Knowledge and Attitude....[Chapter 3](#)

Enlisted Career Management Fields and Military Occupational Specialties (AR 611-201, Update to be replaced by DA Pam 611-21). This regulation identifies additional duties for CSM. It also identifies duties of enlisted soldiers by MOS and by skill level.

Training the Force ([FM 25-100](#)) provides current Army doctrine on training. It covers METL development, planning, executing, and assessing training.

MILITARY LEADERSHIP

Military Leadership ([FM 22-100](#)) is a good source to consult. Leadership is an intangible commodity, easily recognized but difficult to explain. In developing your personal leadership traits, ask yourself:

- What beliefs, values, character traits, knowledge, and skills must I have if I am to lead soldiers successfully?
- How can I develop my own leadership attributes?
- Why do soldiers fight?
- What provides cohesion, discipline, and motivation?

Do not look to the manuals or regulations to provide all of the answers. Some of the references, such as [FM 22-100](#), [FM 22-101](#), AR 611-201, and [AR 600-20](#), can assist you in developing your own unique leadership style. However, you must use your own knowledge and experience to determine what you must be, know, and do to lead effectively. Some of the principles of leadership include the following:

- Know yourself and seek self-improvement.
- Be technically and tactically proficient.
- Seek and accept responsibility for your actions.

- Make sound and timely decisions.
- Set the example.
- Know your soldiers and look out for their well being.
- Keep your soldiers informed. COMMUNICATE!
- Develop a sense of responsibility in your subordinates.
- Ensure that a task is understood, supervised, and accomplished.
- Train your soldiers as a team.
- Employ your unit in accordance with its capabilities.

Leadership is a blend of principles and character (beliefs, values, and moral fiber). It is not something you can touch, see, or measure, but it is something that your troops will sense after serving with you for a time.

STAFF PROCEDURES

As a CSM, the relationships you build with your commander's staff and that of higher headquarters can be vital in the success or failure of your unit. You can get technical advice and assistance most often simply by asking. Although your first concern is working with the commander, consult and coordinate with the staff, because these people also have the commander's ear. Build relationships both up and down the chain.

Staff Organization and Operations ([FM 101-5](#)) describes the basic doctrine and guidance for a staff. It is an excellent reference to help you begin establishing the communication channels that you need for effective working relationships.

LEADERSHIP COUNSELING

. There are many reasons for and types of counseling. Refer to Leadership Counseling ([FM 22-101](#)). It explains what counseling is, and it will help you develop your counseling skills, techniques, and programs. The revised FM 22-100 will replace FM 22-101 and is scheduled to be published in Summer 1999. The pre-publication version is located at: [FM 22-100](#) and the current version is on the General Dennis J. Reimer Training and Doctrine Digital Library at [FM 22-100](#) (should reflect the new version as soon as it is published).

Remember two important points: Counseling doesn't have to be negative; counseling doesn't have to be structured. Counseling can range from brief words of praise as you pass in the hall, to helpful hints of guidance, to lengthy, structured sessions.

Reasons for counseling include:

- Reception and integration.
- Performance (Now required with the NCOER).
- Personal.
- Discipline.
- Professional growth and guidance.
- Retention.
- Praise.

As a counselor you must listen to and watch your soldiers. You can then respond to what your soldiers say, do, or omit to say or do: then guide them to reach a desired solution or goal.

Make your counseling a participative event. Allow and encourage the soldier to talk during counseling, regardless whether the session is positive or negative.

FULL-TIME SUPPORT (FTS)

In the USAR TPU environment, you will have a full-time support staff. This staff is often of a military/civilian mix. It works to keep your unit functioning between drills. The FTS staff may consist of the following categories:

Military Technician (Miltech): A federal civilian employee of the USAR who, as a condition of employment, must maintain membership in the USAR. Unit Administrative Technicians (UATs) or Supervisory Staff Administrators (SSAs), for example, are Miltech employees.

See the following references for information about Miltechs:

[AR 135-2](#), Full-Time Support Program
[AR 140-10](#), Assignments, Attachments, Details, and Transfers
[AR 140-315](#), Employment and Utilization of Reserve Technicians
[AR 690-400](#), Total Army Performance Evaluation System

Active Component (AC): This AC support staff consists of personnel assigned to FTS positions per [AR 614-200 \(Para 6-11\)](#) and [AR 614-100](#). AC personnel are integrated into unit functions and missions as mobilization assets.

[AR 135-2](#), Full-Time Support Program

Active Guard/Reserve (AGR): AGR are USAR or ARNG members on full-time active duty (other than for training) for more than 179 days solely to provide full-time support to the Ready Reserve.

[AR 140-30](#), AGR Management
[AR 135-18](#), The AGR Program

RECOMMENDED LIBRARY OF MOST FREQUENTLY USED REFERENCES FOR CSMs:

Electronic Publications. Many of the referenced publications are available electronically, both on CD-ROM and the World Wide Web. EM0001 Army Electronic Library contains DA Pam 25-30 and several administrative publications.

<http://www.usapa.army.mil/gils/> USAPA
<http://www.forscom.army.mil/pubs/Pubs/2530/default.htm> FORSCOM
<http://usarcintra/hqs/im/ima/imap/pubsform/pubforms.htm> USARC

UPDATE Publications provide ready references that will be vital to your needs. You will find them to be one of your most useful tools. Two of their useful features are Blue Pages and Forms:

Blue Pages are the "Stop Press" pages, which contain the changes made since the last printing of the Update.

Forms. Each Update has the reproducible forms described in each of the different publications in the Update.

Each Update may contain more publications than are listed below. Those you are likely to use frequently are identified on the following pages in this section.

REFERENCES ORGANIZED BY FUNCTIONAL AREA

PERSONNEL AND ADMINISTRATION

Reserve Component Personnel Update:

[AR 135-2](#), Full-Time Support Program
[AR 135-7](#), Incentive Programs
[AR 135-91](#), Service Obligations (Participation)
[AR 135-80](#), Qualifying Service for Retired Pay Non-regular Service
[AR 135-381](#), Incapacitation of Reserve Component Soldiers
[AR 140-10](#), Assignment, Attachments, Details, and Transfers
[AR 140-50](#), Officer Candidate Schools
[AR 140-111](#), USAR Reenlistment Program

[AR 140-158](#), Enlisted Personnel Classification, Promotion, and Reduction
[AR 140-185](#), Training and Retirement Point Credits and Unit Level Strength Accounting Records

Military Occupational Classification and Structure Update:

[AR 611-201](#), Enlisted Career Management Fields and Military Occupational Specialties (Due to be replaced by DA Pam 611-21)

Personnel Evaluations Update:

[AR 623-205](#), Enlisted Evaluation Reporting System

[DOD 5500.7-R](#) , Joint Ethics Regulation

[AR 600-9](#), The Army Weight Control Program

[AR 600-8-104](#), Military Personnel Information Management/Records (under revision)

[AR 600-8-22](#), Military Awards

[MILPO Message](#), 98-044 regarding changes to policy for the NCOER

[DA Pam 623-205](#), The Noncommissioned Officer Evaluation Reporting System "In Brief"

[DA Pam 600-67](#), Effective Writing for Army Leaders

[AR 600-20](#), Army Command Policy

[AR 25-50](#), Preparing and Managing Correspondence

[AR 670-1](#), Wear and Appearance of Army Uniforms

[AR 25-400-2](#), Modern Army Recordkeeping System (MARKS)

[AR 600-8-1](#), Army Casualty and Memorial Affairs and Line of Duty Investigations

[DA Pam 25-30](#), Publications

[AR 140-30](#), Active Duty in Support of the USAR and AGR Management Program

[FORSCOM Reg 215-6](#), Soldier/NCO of the Year Program (Must download from site)

[First Army Reg 600-8-1](#), NCO/Soldier of the Year Awards Program

TRAINING

[AR 140-1](#), Mission, Organization, and Training(RC Personnel Update)

[AR 350-17](#), NCODP

[AR 350-41](#), Training in Units

[AR 351-1](#), Individual Military Education Training (being revised)

[FM 25-100](#), Training the Force

[FM 25-101](#), Battle Focused Training

[FC/ARNG Reg 350-2](#), Reserve Component Training

LOGISTICS

[AR 30-1](#), The Army Food Service Program

[AR 190-13](#), The Army Physical Security Program (Physical Security Update)

[AR 735-5](#), Property Accountability (Supply Update)

[AR 750-1](#), Army Material Maintenance Policies (Maintenance Update)

[DA Pam 738-750](#), The Army Maintenance Management System(TAMMS)

STRENGTH MAINTENANCE

[AR 140-111](#), US Army Reserve Reenlistment Program

ROLE OF THE CSM

[AR 600-20](#), Army Command Policy

[AR 611-201](#), (Update) Enlisted Career Management and Military Occupational Specialties

[DA Pam 600-25](#), US Army NCO Professional Development Guide

[FM 22-5](#), Drill and Ceremonies

[FM 22-100](#), Military Leadership

[FM 22-101](#), Leadership Counseling (To be replaced by the 1999 version of FM 22-100)

[FM 22-103](#), Leadership and Command at Senior Levels

[TC 22-6](#), The Army NCO Guide

[FM 100-1](#), The Army

MOBILIZATION/READINESS

[AR 220-1](#), Unit Status Report

[FORMDEPS](#), [FORSCOM Reg 500-3-3 Vol. III](#), Reserve Component Unit Commander's Handbook (RCUCH)

[FORSCOM Reg 500-3-5 Vol. V](#), FORSCOM Demobilization Plan (Available only to those logging on from a .mil address)

COMMAND INSPECTION PROGRAM

[CAAP Matrix](#), CAAP Checklist Item to ARRTC Course Matrix

[USARC PAM 20-1](#), Inspection Workbook

[USARC PAM 20-2](#), How to Inspect Guide

[Command Assistance and Assessment Program Information](#) from USAR Readiness Command

SECTION II - PERSONNEL AND ADMINISTRATION

Proper administration of unit records is vital to the success of the unit. The paperwork of the unit must be timely and accurate. Pay mistakes, missed promotion opportunities, and poorly maintained records cause most complaints. They directly affect morale. As a CSM, your involvement in these areas is critical to the unit's success. Each subsection below includes references to consult for more detailed information.

ATTENDANCE

Your ability to account for soldiers is a key item. You must monitor all individual Inactive Duty for Training (IDT) by reviewing the DA Form 1379 - Unit Record of Reserve Training. Ensure all of your enlisted soldiers are scheduled for 48 IDT periods per year, and where this is not possible, be sure they are allowed to perform Rescheduled Training (RST) or Equivalent Training (ET) as authorized by AR 140-1. You should also understand Satisfactory and Unsatisfactory Participation requirements. Consult the references below:

RC Personnel Update:

[AR 140-185](#), Unit Record of Reserve Training (DA Form 1379) Record of Attendance

[AR 135-91](#), Participation Requirements, Satisfactory or Unsatisfactory

[AR 140-1](#), Mission, Organization, and Training

AWARDS AND DECORATIONS

An effective awards program will help you give recognition to soldiers who perform in an exceptional manner. Awards provide tangible recognition of soldier performance. Military awards may also impact on promotion recommendations. A soldier may earn promotion points for various awards. As a CSM, you must ensure the awards program is administered properly, and that your soldiers wear and display their awards correctly.

[AR 670-1](#), Wear and Appearance of Army Uniforms

[AR 600-8-22](#), Military Awards

CLASSIFICATION

As a CSM, you, along with the commander, are responsible for the best use of all enlisted soldiers assigned to your organization. Know the requirements for their MOS qualifications including the educational and physical criteria. Knowing something about each MOS and its career progression ladders will help you advise and guide them properly.

[AR 611-201](#), Enlisted Career Management Fields and Military Occupational Specialties (MOCS Update)

[AR 140-158](#), Enlisted Personnel Classification, Promotion, and Reduction

DRILL AND CEREMONIES

The CSM is responsible for conducting unit formations and in-ranks inspections in a military manner.

[FM 22-5](#), Drill and Ceremonies

DUTY ROSTERS

Duty Rosters are a helpful tool to manage personnel and training time. They can also maintain morale when soldiers see routine tasks and details spread equitably throughout the unit. Take personal interest in this form. Ensure you keep separate weekday and weekend/holiday rosters when appropriate. You will get much more cooperation when the soldiers see a well-run and fair duty roster.

[AR 220-45](#), Duty Rosters

EVALUATION--NONCOMMISSIONED OFFICER EVALUATION REPORT (NCOER)

To best serve both the Army and the NCO, make the NCOER a thoughtful, fair appraisal of a NCO's ability and potential. Evaluations are a primary ingredient in the NCOER process. Keep your soldiers informed throughout the year about their performance. The current system allows you to do this through semi-annual counseling and then a final evaluation. Never before have we had such good tools for evaluating enlisted personnel.

AR 623-205, Enlisted Evaluation Reporting System,
DA Pam 623-205, The NCO Evaluation Reporting System "In Brief"
MILPO Message, 98-044 regarding changes to policy for the NCOER

MODERN ARMY RECORDKEEPING SYSTEM (MARKS)

The ability to find a key document or directive when needed is essential. MARKS gives you this ability by tying documents to the specific references which govern the use of a form, report, or memo. MARKS is based on the numbering system of Administrative Publications. MARKS takes a step towards the "paperless" office, by leading itself to automation.

AR 25-400-2, Modern Army Recordkeeping System (MARKS)

MEDICAL ENTITLEMENTS

CSMs should be familiar with medical entitlements for soldiers injured in the line of duty. Your familiarity with regulatory and local policy will help you and your soldiers obtain the benefits to which they are entitled.

Lines of Duty (LOD) investigations determine a soldier's eligibility to receive entitlements and incapacitation pay. LODs determine whether misconduct or negligence was involved in a case and, depending on the circumstances, if a formal or informal investigation will be required. See AR 600-8-1, Army Casualty and Memorial Affairs and Line of Duty Investigations.

MILITARY PERSONNEL RECORDS JACKET (MPRJ) (DA FORM 201)

The MPRJ is an important record! It represents a soldier's complete military history and now plays a bigger role in a soldier's career advancements since personal appearance before a promotion board is now prohibited. Correct entries on the DA Form 2-1, (Personnel Qualification Record (Part II) and proper filing of documents in the MPRJ are extremely important. Your ability to review and locate critical information may directly affect a soldier, especially if you are a member or the president of a promotion board.

AR 600-8-104, Military Personnel Information Management/Records

PAY

Your knowledge of pay entitlements and pay documents will maintain high morale. While you need not know endless details, your familiarity with active and inactive duty pay and procedures for payroll submission can help the soldier in this very critical area. You can have a major impact on Finance if you can give accurate and timely information. .

AR 37-104-10 provides information on all types of pay, Training Pay Categories (TPC), base pay entitlements, submitting payroll and ensuring that all soldier accounts are correct on the Reserve Component Master Pay File (RCMPF).

The Defense Finance and Accounting Service (DFAS) produces a Commander's Pay Management Report on a monthly basis. This provides units with a means for monitoring IDT pay to identify potential pay problems. It is NOT intended to punish finance personnel for making errors. The report is mailed to each unit monthly. Review this report periodically so you can help the soldiers with pay problems.

PROMOTIONS

Besides finance, promotions are usually the next highest priority on a soldier's mind. An effective, equitable promotion system leads to promotion of the best-qualified soldier. Make sure your soldiers understand that promotions are not a reward for past performance; they are for demonstrated potential.

Be sure to keep all leaders aware of their responsibility to submit timely and fair, complete, and accurate promotion recommendations for qualified soldiers. You, as the President of the SGT/SSG promotion board, must ensure that only qualified soldiers are boarded for promotion.

[AR 140-158](#), Enlisted Personnel Classification, Promotion, and Reduction (RC Personnel Update)

PUBLICATIONS

Your soldiers need the right publications and blank forms to do their job. The Army has two systems to obtain the references they need. The first, Initial Distribution, works on a subscription basis. Each unit has a publication account, which automatically issues the regulation or changes shown on the account. Re-supply allows the unit to order additional copies of these publications. To get a re-supply of publications, use the US Army Publishing Agency website at: <http://www.usapa.army.mil/>

DA Pam 25-30, Consolidated Index of Army Publications and Blank Forms

[DA Pam 25-33](#), The Standard Army Publications System(STARPUBS)

DA Form 12-Series (Electronic forms, cut sheet forms obsolete)

Proper use of DA Pam 25-30 and [DA Pam 25-33](#) will help you maintain current publications and blank forms. Make it a habit to consult DA Pam 25-30 regularly to ensure you have the current references.

RECLASSIFICATION

Promotions, MOS changes, and normal career progression will require your soldiers to make a decision. They can reclassify or remain stagnant.

AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties (MOCS Update)

[AR 140-158](#), Enlisted Personnel Classification, Promotion, and Reduction (RC Personnel Update)

REDUCTIONS

Inefficiency and misconduct are the two main reasons for reductions. If handled correctly, a reduction can be an effective motivator. To do this effectively, you must know what constitutes inefficiency and misconduct, how to process these reductions, and how to protect the rights of the soldiers.

A reduction has an impact on all your soldiers, not just the one reduced. Ensure the process is fair and timely. Once they realize you levy punishments as fairly as awards and promotions, you will gain their support as well as improve their conduct and performance.

[AR 140-158](#), Enlisted Personnel Classification, Promotion, and Reduction (RC Personnel Update)

RESERVE LEVEL APPLICATION SYSTEM (RLAS)

The Reserve Level Application System output reports can help you properly employ your soldiers. RLAS provides many useful personnel management reports, especially the Unit Manning Report (UMR), Personnel Qualification Record (PQR), and suspense rosters.

The RLAS reports will assist you in managing your Enlisted Personnel Management System (EPMS). However, the information is only as accurate as the data submitted to your RSC. To use the output reports effectively, you must know what the unit puts in the system.

WEIGHT CONTROL

A Command Sergeant Major must monitor the weight control program. You should be fully aware of the status of all personnel on the Unit Weight Control Roster(s).

[AR 600-9](#), The Army Weight Control Program (ALL Ranks Update)

RETIREMENT

A working knowledge of the USAR retirement system is important, because retirement is a significant retention factor for many of your soldiers. For this reason alone, you should know how participation points affect retirement eligibility and pay.

As a rule of thumb, you can compute retired pay by using three simple steps: 1) Divide the total number of points by 360. This gives you the years of service. 2) Multiply years of service by .025. This is your percentage of pay due. 3) Multiply the percentage

by the current base pay. This equals retirement pay. See the references listed below for more complete information about the USAR retirement systems:

[AR 135-180](#), Qualifying Service for Retired Pay Non-regular Service

[AR 140-185](#), Training and Retirement Point Credit and Unit Level Strength Accounting Records

[AR 680-30](#), Army Reserve Retirement Point Credit System

[ARPERCEN Pam 135-2](#), Handbook on Retirement Services

CORRESPONDENCE

The manner in which you communicate in writing is important. Your writing reflects upon your professionalism. The following references should assist you in using proper format, styles, and other requirements.

[AR 25-50](#), Preparing and Managing Correspondence

[DA Pam 600-67](#), Effective Writing for Army Leaders

MILITARY JUSTICE/UNIFORM CODE OF MILITARY JUSTICE (UCMJ)

The UCMJ plays an important role in managing personnel in the military today. Prior to July 1988, USAR members weren't affected by the UCMJ unless they were on Federal Active Duty. Today, USAR soldiers fall under the UCMJ while on active duty for training, annual training, inactive duty training, or in a duty status under Title 10, United States Code (USC). You can level UCMJ charges during one training period and carry them over to the next training period to complete the due process.

The UCMJ includes both judicial and non-judicial punishment. Non-judicial punishment may range from an oral/written reprimand or admonition to a reduction in grade or loss of pay under Article 15. Judicial punishment may range from a grade reduction and/or a fine to a dishonorable discharge. Forfeiture of all pay and allowances, confinement, and a permanent reduction to Private may also occur.

As a CSM, it is very important that you have a good handle on the UCMJ. As the Senior NCO at battalion or above, you must ensure that due process is followed IAW the published directives and guidance for military justice. Above all else, seek the assistance/advice of your supporting Judge Advocate General/JAG Office. Review the legal guidance in the publications below:

[AR 27-10](#), Military Justice

[Manual for Courts-Martial \(MCM\), 1998](#)

[FORSCOM Cir 27-89-1](#), Reserve Component (RC) Legal Training Program (Reprinted Annually)

[FM 27-14](#), Legal Guide for Soldiers

ARRTC COURSE INFORMATION (Personnel):

The ARRTC offers the following courses in the personnel area:

[USAR Unit Administration Basic Course \(UABC\)](#)

[USAR Unit Records Administration Automation Course \(URAAC\)](#)

[USAR Personnel Management Course \(PMC\)](#)

[Army Reserve Technician Entry Training Course \(ARTET\)](#)

[Management Applications for Personnel Systems \(MAPS\)](#)

SECTION III - MOBILIZATION/READINESS

A Commander's primary goal is to have a unit capable of performing its wartime mission. Both the soldiers and the equipment must be ready. To be ready, the soldiers need the training and motivation to perform their individual, collective, and unit tasks. Qualified soldiers are ready, deployable assets.

All the required equipment must be available and in working condition. You can help the commander achieve this primary goal by assisting in mobilization/readiness planning. The information below will help clarify the complexities of the planning.

GUIDANCE

The items listed below will assist you and the commander in assuring the unit is ready for mobilization.

The Reserve Component Unit Commander's Handbook (RCUCH - [FORSCOM Reg 500-3-3 \(RCUCH\)](#))-- Gives specific tasking requirements by phase of mobilization by staff functional area. Annexes give additional tasking and guidance.

Unit Mobilization File--On file at your unit. See RCUCH Chapter 3 for guidance on numerous requirements.

Higher HQ Mobilization Plan--Required by the RCUCH to be a part of your unit's MOB file. It will give information and guidance on such things as facilities turnover, notification procedures, and other requirements.

Mobilization Station Information Packet--Needed for Phase 5. It covers the "what and where" at the MS.

PHASES OF MOBILIZATION

Understanding the five phases of mobilization is vital. Knowing the requirements is the key to ensuring mission success. A detailed task listing is found in [FORSCOM Reg 500-3-3 \(RCUCH\)](#) and [FORSCOM Reg 500-3-1](#). The mobilization process is divided into five phases as follows:

PHASE I--PLANNING

This phase includes the normal day-to-day efforts of each unit at its Home Station (HS). During this phase, units plan, train, and prepare to accomplish assigned mobilization plans and files as directed. Each unit will complete as many administrative processing actions as possible before being ordered to Federal active duty. Plans for movement to the MS must be completed during this phase, in accordance with [FORSCOM Reg 55-1](#). Phase I ends when the unit receives its official alert notification.

PHASE II--ALERT

This phase includes all those actions taken by a unit following receipt of the official alert. The unit takes specific actions per [FORSCOM Reg 500-3-3 \(RCUCH\)](#) to prepare for transition from RC to active component (AC) status. Actions such as screening and cross leveling are essential during the alert phase. This phase ends with the effective date of mobilization of the unit at HS.

PHASE III--HOME STATION

This phase begins on the effective date of the unit's mobilization. Once mobilized, units generally have 72 hours to be ready to move to their MS. Actions taken include dispatch of the advance party to the MS. During this phase, the unit takes action per [FORSCOM Reg 500-3-3](#) to speed its transition to AC status. Movement from HS to MS will be by the most expeditious and practical means available per [FORSCOM Reg 55-1](#). This phase ends with arrival of the units at their MS.

PHASE IV--MOBILIZATION STATION

This phase begins with arrival of the unit at its MS and encompasses all the actions necessary to validate the unit. Actions at MS include the processing of personnel and equipment and the actual accessioning of the unit into the active structure. The goal of the unit during this phase is to attain the required operational readiness status in the shortest possible time. Phase IV ends with arrival of the unit at its POE. Phase IV and Phase V may overlap since equipment moving by surface transportation begins Phase V earlier than personnel.

PHASE V--PORT OF EMBARKATION

This phase begins with arrival of the unit at its POE. It encompasses all of those activities at the Sea Port of Embarkation (SPOE) and the Air Port of Embarkation (APOE). These activities include loading equipment as well as manifesting and loading personnel. The POE phase ends with departure of personnel and equipment from the POE.

LEVELS OF MOBILIZATION

THE MOBILIZATION SPECTRUM

Mobilization is the process of preparing for war or other emergencies by assembling and organizing national resources in readiness for war or other national emergency. Involuntary activation of the RC includes the following categories of force activation:

SELECTED MOBILIZATION

The mobilization, by the President or Congress, of RC units, Individual Ready Reservists (IRR), and the resources needed for their support to meet the requirements of a domestic

emergency (e.g., postal strike, flood, earthquake, etc.) that does not involve a threat to the national security.

PARTIAL MOBILIZATION

The mobilization by the President or Congress of not more than 1,000,000 Ready Reservists (units and individual reservists), for not longer than 24 months, along with the resources needed for their support, to meet the requirements of war or other national emergency involving an external threat to the national security.

FULL MOBILIZATION

The mobilization by the Congress of all RC units in existing force structure, all individual, standby, and retired reservists; retired military personnel; and the resources needed for their support for the duration of a declared emergency, plus six months, to meet the requirements of a war or other national security matters.

TOTAL MOBILIZATION

The expansion of the Armed Forces by the Congress and the President to organize or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

PRESIDENTIAL SELECTIVE RESERVE CALL-UP (PSRC), (200K Call-up)

Used to augment the active force of all services with up to 200,000 soldiers of the Selected Reserve and certain IRR volunteers for up to 270 days, for an operational mission.

FORSCOM DEMOBILIZATION PLAN

FORSCOM Reg 500-3-5, FORSCOM Demobilization Plan assigns responsibilities and provides guidance and procedures for re-deployment and demobilization of Reserve Component (RC) units and personnel called up for Federal military service.

ARRTC COURSE INFORMATION (Mobilization):

The ARRTC offers the following courses in the mobilization area:

[Unit Movement Officer Course \(UMOC\)](#)

[Mobilization Planners Course \(MPC\)](#)

SECTION IV - TRAINING/OPERATIONS

All NCOs are responsible for conducting individual training to standard, and for explaining how individual task training relates to collective mission essential tasks. It is the sergeant's delegated duty to ensure all soldiers are taught survival, tactical, and technical skills, and to motivate them toward excellence. Sergeants must be aggressive about all aspects of their soldier's training.

A unit that executes a well-planned, challenging training program is using the most powerful tool available to retain soldiers. Your involvement as CSM is essential to having an effective training program within your unit. Remember, when thinking unit training, think individual, collective, and leader training. The following information can help you expand your knowledge and expertise in the training arena.

GUIDANCE

[AR 11-30](#), Army WARTRACE Program: Aligns units with their wartime chain of command. Additional information is found in FORSCOM Reg 11-30.

[AR 140-1](#), Mission, Organization, and Training: Sets policy on USAR mission, organization and training. [Chapter 3](#) - Training, deals with physical standards, types of drills, training attendance and records, and related matters.

[AR 350-1](#), Army Training: Prescribes Department of the Army guidance for managing and conducting military training for the Total Army.

[AR 350-17](#), Noncommissioned Officer Development Program (NCODP): Prescribes policy, responsibilities, and guidance for establishing NCODP Army wide.

[AR 350-41](#), Training in Units: Provides guidance on forces training, training management, training standardization, and common military training.

AR 351-1, Individual Military Education and Training: Prescribes policies and procedures for individual military education and training. Covers such things as NCOES (Chapter 5), NCO Academies (Chapter 6), and Individual Training Records (Chapter 10).

[FM 25-100](#), Training the Force: Provides current Army doctrine on training. It covers METL development, and planning, executing, and assessing training.

[FM 25-101](#), Battle Focused Training. Uses training documents from a notional division as the basis for developing a battalion training management program.

[FORSCOM/ARNG Regulation 350-2](#), Reserve Component Training in America's Army: Covers training in the USAR. It supplements the doctrine in the FM 25 series for training the Reserve Component. Look for an annual Training Guidelines Memorandum each March to emphasize an 18-month RC Training Program.

Higher HQ Training Guidance: Familiarize yourself with the Commander's Training Guidance (CTG) from your chain of command. This gives you the priorities of resources, areas of emphasis, etc., that will impact on your own unit's training plan.

INSTITUTIONAL TRAINING

Institutional training is critical for the development of your soldiers and the readiness of your unit. While you may not be able to impact this type of training as readily as you can unit training, there are certain things you can do to maximize your unit's use of this valuable resource. While there are more issues than can be covered in this short document, the following website gives a list of frequently asked questions (FAQ) about institutional training ([INSTITUTIONAL TRAINING FAQ](#)). If you have a particular issue or question that you feel should be addressed on that list, feel free to communicate that to us.

TRAINING DOCUMENTS AND TOOLS

The CSM uses numerous training documents and reports as indicators of the effectiveness of the unit's training program. Some of them are described below:

USR--Unit Status Report (DA Form 2715-R): Establishes a single source document for a status assessment of your unit's personnel, equipment, and training ([AR 220-1](#)).

[FORSCOM Reg 220-3](#) Reserve Component Training Assessment: Prescribes FORSCOM policy for the training assessment of the Reserve Component of the Army. It provides commanders standardized methodology to evaluate and assess training performance, guidance to evaluator personnel, and instructions for preparing FORSCOM Form 1049-R, Training Assessment Model (TAM).

PTSR ([FC Form 319-R](#)), Post-mobilization Training and Support Requirements (See RCUC--Annex E): This is used by the unit to identify their Post-mobilization Training and Support Requirements to their Mob Station. Required annually as of 30 September.

METL (FORSCOM Form 1049-R), Mission Essential Task List, [Chapter 2](#), [FM 25-100](#), [FM 25-101](#) and [FORSCOM Reg 220-3](#): The METL identifies the training tasks that the unit must be able to perform to accomplish its wartime mission. As CSM, your responsibility is to identify the individual tasks that support the METL tasks as identified by the Commander. You work with the commander to design a program to train the individual tasks.

UMR--Unit Manning Report: Identifies those individuals who are DMOS qualified.

Leader Books and Individual Training and Evaluation Plans (ITEP): Should identify those individual and leader tasks required of each soldier to support the unit's mission. First line leaders must maintain them to show current status of training.

First Line Leaders: First line leaders are an excellent source of feedback about training. However, they need a full understanding of the unit's overall mission and the section's or squad's part in it. As leaders, responsible for individual, collective, and leader task training, they must enforce training standards and document its occurrence.

CSM YEARLY TRAINING BRIEFING

Chapter 3, FM 25-100 specifies that battalion and brigade CSMs, with their commander, brief their training plans to higher headquarters annually.

The following examples of discussion topics taken from FM 25-100 serve to remind you and other senior NCOs of your responsibilities in individual training.

Examples of briefing topics:

- * Individual training proficiency feedback received concerning previous short-range planning period.
- * An assessment of the organization's current individual training proficiency.
- * Individual training events planned during the upcoming short-range planning period and strategy to prepare soldiers for these evaluations.
- * A description of METL-derived individual tasks to be integrated with upcoming collective mission essential tasks.
- * Marksmanship and physical fitness programs.
- * The organization's education program.
- * The Noncommissioned Officer leader development program and its relationship to improving warfighting skills.
- * A description of soldier and collective task linkages.
- * The unit's Body Composition Program.

ARRTC COURSE INFORMATION (Training):

The ARRTC offers the following courses in the training area:

Training Management Course (TMC)
Company Trainers Course (CTC)
ATTRS Basic Operator Course (ABOC)
ATTRS Schools and Academies Course (ASAC)
ATTRS Manager's Course (AMC)

ADDITIONAL INFORMATION:

See the references listed below to gain a better understanding of each topic area:

ARMY PHYSICAL FITNESS TEST (APFT)

AR 350-41
FM 21-20
FC Reg 350-1, para 3-4

WEAPONS QUALIFICATION

FM (For each weapon)
DA Pam 350-38
FC Reg 350-1, para 3-3

SECURITY REFERENCES

AR 380-67, Personnel Security Program
AR 380-19, Information Systems Security
AR 190-11, Physical Security of Arms, Ammunition and Explosives
AR 190-13, The Army Physical Security Program
AR 190-51, Security of Unclassified Army Property (Sensitive and Nonsensitive)
AR 380-5, Information Security Program
AR 530-1, OPSEC
DA PAM 190-51, Risk Analysis for Army Property
FM 19-30, Physical Security

ARRTC COURSE INFORMATION (Security):

The ARRTC offers the following courses in the security area:

Security Managers Course (SMC)
Information Managers Course (IMC)
Physical Security Basic Course (under development)
Information Assurance Basic Course (under development)
Systems/Network Administrator Security Course (under development)

SECTION V - LOGISTICS

The logistics arena, which includes supply, maintenance, transportation, food services, and facilities, has many areas of interest for CSMs. These logistical functions provide the necessary support to sustain soldiers in the field and in garrison. This section provides guidance and references in these areas of logistics.

SUPPLY

All personnel are responsible for the proper care, custody, and safekeeping of government property. This includes items entrusted to their possession, command, or supervision, with or without a hand receipt.

AR 710-2 Supply Policy Below the Wholesale Level

App B, Command Supply Discipline Program

App F, Procedures for Hand Receipt Holder

Tbl 2-1, Inventory Frequency and Requirements

Tbl G-1, classes of Supply

AR 735-5 Policy and Procedures for Property Accountability

Sec II, Accountability and Responsibility

Ch 12, Methods of Obtaining Relief from Responsibility for Property

MAINTENANCE - (Maintenance Update)

The CSMs knowledge of maintenance policies and procedures can enhance his ability to advise the commander on equipment readiness, driver's training, and control records utilized for military equipment in his operational and equipment maintenance records. Critical records include:

Equipment Inspection and Maintenance Worksheet, DA Forms 2404 (manual) and 5988-E (ULLS-G). This form is used during PMCS, the cornerstone of the Army's maintenance program.

Motor Equipment Utilization Record, DD Forms 1970 (manual) and 5987-E (ULLS-G). This form covers the who, what, where, and how of correctly dispatching Army Equipment.

Material Condition Status Report (MCSR), DA Form 2406 (AMSS Report Module in ULLS-G). The accuracy of this form is critical in evaluating unit equipment readiness throughout the chain of command.

FOOD SERVICES

The CSM should be familiar with the policies and procedures of an effective food service program and ensure the proper standards are being met. AR 30-1, The Army Food Service Program, Chapter 1, provides the CSM with all the necessary tools to ensure his enlisted soldiers are being fed properly and that the Food Service NCOs are managing their operation by the Army standard.

FACILITIES

The CSM should be aware of the requirements of effective facility management to include the physical security program. The CSM can obtain specific information from Facility Engineers in his/her chain of command.

AR 190-13, The Army Physical Security Program (Physical Security Update) contains information for all NCO's and enlisted soldiers on how to secure military facilities and equipment.

TRANSPORTATION

All vehicles and other organizational equipment require licensed operators. The CSM should be familiar with the publications and forms used to qualify and license operators of military equipment. Critical safety awareness and vital command and control issues are also addressed in these publications.

FC Reg 55-1, Transportation and Travel, Unit Movement Planning
FM 21-305, Manual for Wheeled Vehicle Driver
AR 600-55, Motor Vehicle Driver and Equipment Operator
TB 600-2, Operator Licensing

ARRTC COURSE INFORMATION (LOGISTICS)

The ARRTC offers the following courses in the logistics area:

Company Maintenance / ULLS-G course (CM/ULLS-G)
USAR Logistics Management Course (LMC)
Company Supply / ULLS-S4 Course (CS/ULLS-S4)
Property Accountability Course (PAC)
Standard Property Book System-Redesign (SPBS-R)
Shop Operations Course (SOC)

SECTION VI - USAR RETENTION PROGRAM

Every year, thousands of Army Reserve soldiers leave their units before their commitments are up. Thousands more leave at the end of their commitment. Most of those leaving have already been trained. In many cases, those leaving are highly experienced, with skills learned and perfected while on active duty.

In many ways, the retention of qualified USAR personnel is the single most important program in the Total Army Force. Retention is the art of motivating soldiers to complete their enlistment and then to re-enlist. It is the responsibility of all leaders.

RESPONSIBILITIES

CSM

The CSM must take an active role in their respective command's retention program. Sponsorship has to be monitored and the chain of command held accountable to make it effective. Career counseling is a CSM responsibility. A CSM must ensure there is a program in place to develop our future corps. CSMs must ensure that there is a training and development program for first line leaders. The CSM must interview and know the strengths and weaknesses of their senior NCOs and develop their subordinates. The CSM must be directly involved in retaining the families of their soldiers of all ranks. Be familiar with various strength management reports such as TAPDBRs: DMOSQ, UMR, and MLAS and CLAS reports.

RETENTION AND TRANSITION NCO:

Evaluate the unit retention environment and Retention Program. Advise the chain of command and individual soldiers. Train unit leaders and soldiers in all retention related areas.

SPONSORSHIP/ORIENTATION

An effective sponsorship program goes a long way toward establishing a positive image of the USAR and the TPU. The CSM will continually monitor the sponsorship program of subordinate units to ensure compliance IAW AR 140-111 and USARC Reg 140-6. When a unit is notified that a new soldier is being assigned, the sponsorship program must begin immediately.

As the CSM, ensure the 1SG initiates a Sponsor's Guide (USARC Form 62-R) appointing a qualified sponsor to ensure that the soldier is properly in-processed into the unit. Effective sponsorship will help the new member adjust to the new environment, will provide answers to questions, and will get the soldier off to a good start as a valuable team member.

AR 140-111, USAR Reenlistment Program
USARC Reg 140-6, USARC Retention Program
USARC Pam 140-1, Retention Personnel

REENLISTMENT

Each loss from a unit represents the loss of thousands of dollars invested in recruiting, training, educating, and paying the soldier--money we can't afford to waste. Even more important, the Army today cannot go to war without the Army Reserve. We just can't let good, trained soldiers walk away. We need them.

AR 140-111, The USAR Reenlistment Program

INCENTIVES/BENEFITS/ENTITLEMENTS

These programs change continually, so it is impossible to compile an all-encompassing list of "benefits" that will remain accurate. Nonetheless, it is important that the CSM, 1SG, and Retention NCO be familiar with the various opportunities available, and that they publicize these opportunities on a regular basis.

GI Bill: [AR 135-7](#) (RC Personnel Update), [AR 140-111](#)
Bonuses: [AR 135-7](#), Incentive Programs (RC Personnel Update)
Army Continuing Education System: [AR 621-5](#)
Loan Repayment: [AR 135-7](#) (RC Personnel Update)
Promotions: [AR 140-158](#) (RC Personnel Update)
Retirement Benefits: [AR 135-180](#) (RC Personnel Update)

EMPLOYER/FAMILY SUPPORT PROGRAMS

The USAR must have the support of the soldier's family and civilian employer. Only the individual soldier can gain that support.

Tell your soldiers to "sell" the Reserve to their employers and families by the quality of their job performance, by their personal conduct, and by their endeavor to keep communications open. When jobs, family, and reserve duties conflict, encourage your soldiers to discuss them with their family, their employer, and with you or the commander.

USARC Reg 140-6, USAR Retention Program
USARC Pam 140-1, Retention Personnel Handbook
Command SOPs

STRENGTH ACCOUNTING

Proper use of the USAR Request system will eliminate needless recruiting for the same vacancy. Additionally, this system provides an audit trail and assists in operating the RSC Transfer Program.

UMR (Unit Manning Report)
CAR (Command Action Report) [USARC Pam 37-1](#)
[AR 140-111](#), The USAR Reenlistment Program
USARC Reg 140-6, USAR Retention Program
USARC Pam 140-1, Retention Personnel Handbook

RECRUITING

When trained personnel leave the unit, you must replace them with the best people available. Work closely with the Retention and Transition NCO and USAR Recruiter to choose the best replacements--those that can be trained to do the job.

REFERRALS

Awarding one retirement point for every referral enlisted into the unit is a good incentive for unit members to bring in leads.

PARTNERSHIP COUNCIL

The Commander, CSM, 1SG, and Retention and Transition NCO should attend Council meetings on a regular basis. These meetings are convened according to USARC Reg 140-6 to facilitate recruiting support of FORSCOM commands/units. This support will include RSC representation at the council meeting convened by the supporting Recruiting Battalion.

USARC Reg 140-6, USAR Retention Program

ARRTC COURSE INFORMATION, (RETENTION)

The ARRTC offers the following courses in the retention area:

[Retention and Transition NCO Course \(RTNC\)](#)
[Retention and Transition Managers Course \(RTMC\)](#)
[Duty Appointed Retention NCO Facilitator's Course \(DARN-FC\)](#)
[Duty Appointed Retention NCO Course \(DARN\)](#)
[Unit Admin/AGR Clerk Retention Facilitator Course \(UAACRFC\)](#)
[Commanders / Sr NCO Retention Facilitator Course \(CSNRF\)](#)
[Commanders / Sr NCO Retention Course \(CSNRC\)](#)

SECTION VII - USAR RESOURCE MANAGEMENT

Resource Management is the specific management of an asset or the integration of groups of assets and the effective use of those assets. It is a function that managers must do in

all organizations at all times. This section describes two of the aspects of resource management--the USAR Budget Cycle and the Program Budget Advisory Committee (PBAC).

USAR BUDGET CYCLE

The USAR budget cycle consists of four phases: Planning, Programming, Budgeting, and Execution. The actual sequence is outlined below:

a. USARC provides the RSC's with initial funding guidance by Sub-activity Group and Management Decision Packages (MDEPS). The funding recipients assess their mission requirements IAW the resources programmed. They must respond with five responses: reprogramming requests, unresourced requirements, commander's statement, CRA allotment requirements, and an obligation plan.

b. USARC consolidates this information and submits it to OCAR. OCAR makes recommendations to Congress for all USAR funds.

c. OCAR consolidates and submits to the Department of the Army (DA). The Assistant Secretaries of the Army coordinate IAW DA and DOD policies the execution of PPBES.

d. The Defense Resource Board assists the Secretary of Defense on issues and proposed decisions. Then DOD submits the budget requests to Office of Management and Budget (OMB).

e. OMB submits to Congress for approval.

f. The system works in reverse order once the Congress has approved (Appropriated) the funds.

g. Appropriated funds for the reserves come in three major types: OMAR, RPA, and MCAR.

(1) OMAR (Operations and Maintenance Army Reserve) consists of the following elements: Civilian pay, Supplies and equipment, Rents, and Contracts.

(2) Reserve Personnel Army (RPA) consists of four elements: Base pay and allowances, Travel, Per Diem, and Transportation of household goods.

(3) Major Construction Army Reserve (MCAR) consists of three elements: Construction, Major Modification, and Land Acquisition.

DFAS-IN 37-1, Finance and Accounting Policy Implementation

DFAS-IN 37-100-99, The Army Management Structure (The last two digits are for the fiscal year).

Initial Fiscal Year USARC Funding Memorandum

PROGRAM BUDGET ADVISORY COMMITTEE (PBAC)

Commanders and their staffs have the common goal of successfully executing their mission. The PBAC is a primary tool for the commander's use in managing command resources. The PBAC's role is to improve coordination in preparing and executing programs and budgets.

Normally, the PBAC consists of the Deputy Commander (DC), Chief of Staff, and each principal staff officer. The DC or Chief of Staff is normally the chairperson, and the Resource Manager (RM) or comptroller (DCSCOMPT) is the secretary or recorder with voting privilege.

As a top management advisory group to the Commander, this committee considers all aspects of internal management in the reserve community. All members ensure their area of responsibility gets full consideration by the group. The committee coordinates and molds each member's goals and requirements into the overall goals and requirements of the RSC. The PBAC recommendations represent the consensus of the staff. If there are unresolved conflicts, the PBAC refers them to the commander for resolution.

The RSC schedules PBAC's on a regular basis. Normally, a quarterly meeting is sufficient except when preparing the Command Operating Budget (COB). During the last quarter of the fiscal year, monthly or more frequent meetings may be necessary.

Six main functions of the PBAC are as follows:

(1) Develop a plan for a proposed program/budget, which will effectively and efficiently support the command's mission.

(2) Interpret the program/budget guidance contained in the RSC/USARC Detailed Guidance and integrate the Commander's guidance.

(3) Apply judgment and experience to specific program areas.

(4) Achieve reasonable balance and coordination between missions, activities, and resources assigned to subordinate commands.

(5) Present a coordinated staff proposed COB Estimate to the Commander that includes the priority of unresourced requirements, the decrement list of unresourced requirements, and the recommended priority use of appropriated funds by subordinate units.

(6) Review reports and analyses of program/budget execution, and prepare revisions to the operating program/budget based on the results of operations.

The principal members of the PBAC receive assistance from their subordinates who function as a junior or working PBAC. The working PBAC includes representatives from each operating division in each functional staff area. For example, the logistics area would include a maintenance representative. The Resource Management Officer (RMO)/DCSCOMPT is the coordinator, recorder, and honest broker for them. The CXO is the chairperson for this group. The working PBAC takes care of more of the details before the senior PBAC convenes. It prepares a detailed course of action for the senior PBAC to consider. The commander is briefed of decisions and maintains the final approval.

ARRTC COURSE INFORMATION (Financial)

The ARRTC offers the following courses in the financial area:

Unit Pay Administration Course (UPAC)

Budget Management Course (BMC)

Operations and Maintenance, Army Reserve Financial Managers Course (OFMC)

Reserve Personnel, Army Financial Managers Course (RFMC)

Deputy Chief of Staff, Resource Management / Deputy Chief of Staff, Comptroller / Financial Managers Course (D2FMC)

APPENDIX A - COMMAND SERGEANT MAJOR RESPONSIBILITIES

The CSM executes established policies and standards pertaining to performance, care, conduct, appearance, personnel management, and training of enlisted personnel. The CSM also—

- (1) Provides advice and makes recommendations to the commander and staff on all matters pertaining to enlisted personnel and their families.
- (2) Accompanies the commander on inspections, visits, and at ceremonies.
- (3) Assists in inspection of command activities, facilities, and personnel as prescribed by the commander.
- (4) Holds first sergeants' or sergeants' major call to announce information and instructions.
- (5) Ensures that newly assigned enlisted personnel are instructed in military courtesy, customs of the service, and command regulations or policies.
- (6) Provides counsel and guidance to NCOs and other enlisted personnel of the command.
- (7) Inspects duties performed by subordinate NCOs.
- (8) Notes discrepancies and initiates appropriate corrective action.
- (9) Assists in reception of visitors to the command.
- (10) Sits as president or member of command promotion board for NCOs as authorized by regulations.
- (11) Performs other duties prescribed by the commander.

(From AR 611-201, Para 1-19b)

APPENDIX B - CHECK LIST FOR NEW COMMAND SERGEANTS MAJOR

When you report, you will not find a neatly laid out laundry list of steps to accomplish your mission. The following pages provide you with a checklist of ideas to consider using on your new job.

NOTE: The steps outlined in each phase need not be accomplished in the order listed; that is up to each command to determine.

PHASE I - PREPARE PRIOR TO REPORTING

This is probably the most important phase in preparing to assume the duties as a CSM. In this phase, you start preparing mentally and physically as you begin to make initial contact with your new unit.

If you are not familiar with the type of unit you are being assigned to; this is the time to start acquiring this knowledge. Be ready to discuss those things you want to accomplish after reporting to your new unit, including your expectations during your initial meetings, during your in-processing, and during your other inaugural contacts.

Use the following checklist as a guide as you begin your new duties. Please do not view this list as comprehensive. Few checklists are all inclusive, so adapt it to the needs of your family, yourself, and your new unit.

STEP 1- PREPARE FOR YOUR ASSIGNMENT AS CSM

Call your new unit Commander and the higher headquarters CSM after being notified of your new assignment.

____Send a letter of introduction to the battalion/brigade/group commander and the next higher headquarters CSM.

____Provide each one with a copy of your biographical summary, DA Form 2A, and DA Form 2-1.

STEP 2 - CONTACT THE INCUMBENT CSM OF YOUR NEW UNIT

(Ask for the following Information)

____Unit MTOE or TDA.

____Unit History.

____Unit crest and shoulder patch.

____Officer/NCO rosters or Unit Manning Report(UMR)

____Map to USAR Center. Center layout.

____Unit physical fitness program.

____Special requirements unique to the unit.

____Upcoming events.

____Family support programs.

____Programs/functions the CSM is directly involved in.

STEP 3 - PREPARE YOUR FAMILY

Prepare your family for your involvement in more Army Reserve activities. This may include longer hours because of more FTXs, more weekend travel to visit subordinate units, and more evening staff meetings. Your spouse may also be involved in the unit's family support programs.

PHASE II - REPORTING INTO YOUR NEW UNIT

Make arrangements to meet your sponsor prior to the beginning of your first drill.

STEP 1 - UPON ARRIVAL AT YOUR NEW UNIT

____Do not travel all day and night and then prepare for your first visit to your new unit without resting first.

___Consider what you want to say to the commander.

___On your first visit - SET THE EXAMPLE.

___Use the same in-processing as your soldiers: it identifies problems.

STEP 2 - AFTER ARRIVAL AT YOUR NEW UNIT

After meeting with your sponsor and processing into the unit, meet with the departing CSM if possible and discuss the following:

___Details the incumbent generates on regular basis.

___On-going programs CSM is responsible for doing.

___Future events that involve the CSM.

___Recurring CSM requirements from higher headquarters.

___Higher HQ policies that relate to soldier requirements.

___Higher NCOEDPs.

___Unit Sponsorship Program.

___Unit Training plans.

___Unit NCOES Programs.

___Unit Reenlistment Program.

___Unit CTT Program.

___Unit Maintenance Program.

___Mobilization requirements.

___Duty rosters.

___Family programs.

___Welcome and farewell for all enlisted personnel.

___Drug and Alcohol/UCMJ to include Article 15.

___Key personnel update.

___Staff actions routed through CSM.

___Promotions and Military Awards Boards.

___Assignment strength/gains/departures/key shortages.

___NCOER rating scheme.

___Commander's background.

___Problem areas in general.

___Do not form immediate opinions--keep an open mind.

STEP 3 - THE INITIAL MEETING WITH YOUR NEW COMMANDER

___Should be private and uninterrupted if possible.

___Be prepared to discuss what you perceive your job to be in the unit.

___Discuss your philosophy and how you would like to operate.

___Discuss your relationship to the Commander, the staff, and the subordinate Commanders.

___Be confident, open minded, and honest.

___Listen carefully to what the Commander is saying.

___Look for the Commander's guidance and philosophy toward your role in the unit.

___Find out the Commander's likes and dislikes.

___Guidance on social functions.

___Request that you be introduced to the staff and subordinate Commanders as soon as possible.

STEP 4 - YOUR INITIAL MEETING WITH ALL FIRST SERGEANTS AND KEY STAFF NCOs

(Individually or as a group).

___Explain how you operate.

___Explain your standards and what you expect from First Sergeants and Key Staff NCOs.

___Explain how you work the NCO Support chain.

___Ensure they keep you informed-no surprises.

___Explain how important teamwork is to the mission.

___Ensure that you hear and understand their concerns.

___Ask for their ideas.

___Route enlisted personnel paper work through the CSM, especially the NCOERs.

___Discuss what you expect from your NCOs and junior enlisted.

___Discuss your training philosophy.

___Establish the ground rules for your visits to each unit.

___Outline your requirements for their initial briefing to you in advance. (See suggested topics in Phase II below and ensure they have enough time to prepare).

PHASE III - FIRST VISIT TO THE SUBORDINATE UNITS

The first visit to the units and staff sections is very important. It can tell you a lot about the unit and it tells the unit a lot about you. As a new CSM, you must hit the ground running and make the first impression a good, long lasting one.

BRIEFING BY FIRST SERGEANTS

These briefings should include but are not limited to the following items:

___Personnel status.

___Equipment status.

___Unit and Individual Training status to include CTT-Commanders Evaluations, Marksmanship, and ARTEPS if applicable.

___Schools to include MOS, NCOES, and other functional areas of military training. They include PLDC, BNCOC, ANCOE, DSS, FSC, SMA, and initial MOS training or MOS cross-training, etc.

___Current pay problems.

___Strength reports.

___Physical fitness/weight control.

___NCODP.

____ Sponsorship Program.

____ Family Support Programs.

____ Status of the arms room, NBC room, supply room, and motor pool.

____ Promotions and Awards and Recognition Programs.

____ Upcoming events (training).

____ RST policy and other attendance policies of unit commanders.

____ Safety programs.

____ Discipline problems - Article 15/UCMJ/Drug and Alcohol Abuse.

____ NCOERs.

____ Duty rosters.

____ Interface with the PAC/S-1.

____ Relationship with other units in the Battalion, Group, or Brigade.

____ Communication status with CAPSTONE aligned unit and/or roundout unit.

PHASE IV - STAFF SECTION STATUS UPDATES

PSNCO

____ Personnel status (Bn/Group/Brigade).

____ Administrative problems.

____ Current status of NCOERs.

____ Promotions and how they are handled.

____ Status of PAC personnel. (sick, injured, trained, happy, etc.)

____ Late suspenses (what and where).

____ Assignment of enlisted personnel. (Also check with 1SG).

____ Status of individual training for PAC soldiers. (CTT/NCOES).

____ Relationship with higher headquarters. (Is communication up and down the chain effective)?

____ Look at storage area and equipment on hand. Is it adequate?

S2 NCO

____ Security requirements of the Battalion.

____ Status of security clearances.

____ Problem areas, nonspecific in nature.

____ Status of individual training for S2 soldiers.

OPERATIONS SERGEANT

____ Short/Long range plan of the unit.

____ Mission of the unit.

____ Upcoming training requirements.

____ What impact does higher headquarters have on the training program?

____ Status of ITEP.

___CTT/Commander's evaluation (Unit game plan).

___Schools (What is the selection process? Are the right people attending?)

___Marksmanship.

___Status of individual training for S3 soldiers.

___Strengths and weaknesses of individual training programs in the unit.

___Look at storage area and equipment, is there adequate space and equipment?

___Review field and other unit SOPs (get copies).

SUPPLY SERGEANT

___Status of equipment.

___Status of supply records and discipline.

___Status of supply personnel.

___Problem areas of any other nature in the logistics field.

___Status of individual training for S4 soldiers.

___Look at storage area and equipment. Is it adequate for the mission?

MOTOR SERGEANT

___Vehicle status.

___Repair parts status.

___Status of maintenance personnel.

___Status of individual training for maintenance soldiers.

___Problem areas in general.

___Look at storage area, motor pool, and equipment. Is it adequate for the unit mission?

COMMO SERGEANT

___Equipment status.

___Status of personnel.

___Problems areas in general in the communications field.

___Status of individual training for commo soldiers.

___Look at storage area and equipment. Is it adequate for the mission?

MEDICAL NCO

___Sick call procedures (when required).

___Status of personnel.

___Problem areas in general in the medical field.

___Status of individual training for medical soldiers.

___Look at storage area and equipment. Is it adequate to carry out the mission?

REENLISTMENT/RETENTION NCO

___Re-enlistment Program.

___Re-enlistment/attrition rate (First Termers, Careerist).

___Information flow from company level up.

___ Problem areas in general in the retention field.

DINING FACILITY MANAGER

___ Equipment status.

___ Personnel status.

___ Status of individual training for dining facility soldiers.

___ Visit dining facility.

___ Problems areas in general in the Food Service field.

___ Look at storage area and MTOE mess equipment. Is it adequate to do the mission?

___ Field Feeding SOP.

TALK TO NCOs/SOLDIERS

___ Let them know how you operate.

___ Standards (what you expect).

___ Support/communication/feed back.

___ The NCO support chain is alive and well.

___ Give them a chance to express their views. The learning experience is a two-way street.

YOUR FOLLOW-UP MEETING WITH YOUR NEW COMMANDER

As the new CSM, you should have a follow-up meeting with your Commander after completing your first round visits to each subordinate unit. Your discussion should include all the areas outlined on your checklist, plus your candid evaluation of the whole command. Ensure you and your Commander are on the same wavelength; then proceed with your program. However, maintain a smooth line of communication with your Commander.

PHASE V - TEAM BUILDING

As the CSM, you must establish yourself as the role model for your team. You must ensure that the expected and perceived role you play is also the role you enact. Build a cohesive team. Set the tone for effective communications and positive feedback. This team is made with the leaders building trust, confidence, loyalty, and respect in each other. This mutual example of team leadership will infect the entire unit. In turn, this will cause the whole unit to operate as an efficient, cohesive, mission-oriented team.

Maintaining this solid team means never letting go of the professional values and ethics that helped develop that team. Always be loyal to the ideals of this country and your unit. Ensure you take personal responsibility seriously and demonstrate selfless service, an element that takes teamwork. Above all else, continue to show the four soldierly values that earned you the distinguished honor of being CSM: Courage, Candor, Competence, and Commitment. With these thoughts come a few other words to always remember: As a Command Sergeant Major, you do not command anything, but you are the one who makes the team work. Read the following list of ideas; they will help you establish and maintain a solid working relationship with the different leaders in your unit.

COMMANDER AND CSM RELATIONSHIP

- a. It is special.
- b. Its foundation is frankness, integrity, and absolute trust.
- c. You must support the Commander's decisions.
- d. Keep each other informed.
- e. Commander's door must always be open to you.
- f. You may or may not be the Commander's first CSM.
- g. Share each other's views on leadership.
- h. You and the Commander must be a team.
- i. Provide the Commander with the facts only.
- j. Hopefully the Commander will advise you that no one stands between the two of you.

THE BATTALION EXECUTIVE OFFICER (XO) AND CSM RELATIONSHIP

- a. You must have a solid working relationship with this key individual.

- b. Explain your role within the command, based upon guidance you received from the Commander.
- c. Explain your role in the Battalion. Base it upon the guidance you received from the Commander and how you plan to assist the XO and the Commander.
- d. Let the XO know you are a team player ready to assist upon request.
- e. Keep the communication lines open both ways.
- f. The XO is responsible for the staff. If there is a problem with the staff, talk to the XO.
- g. Do not push yourself between the Commander and the XO.

THE STAFF (S1, S2, S3, S4, CoS) RELATIONSHIP

- a. Be prepared. Know what you are saying.
- b. Be brief. Make only positive comments and offer your assistance if needed.
- c. Let them know your door is always open.
- d. Let them know you are a team player.
- e. Remember: Work with the staff.
- f. Explain your role within the unit based upon guidance you received from the Commander.

THE SUBORDINATE COMMANDERS' AND CSM RELATIONSHIP

- a. Establish a rapport.
- b. Visit each Commander one-on-one.
- c. Let them know up front that you are not a hit man for their Commander.
- d. Provide guidance and support.
- e. Do not run to your Commander with every little problem you encounter. If you have a problem with a subordinate Commander, try to work it out one-on-one.
- f. Ensure they know you understand and support the Commander/First Sergeant relationship.
- g. Work hard to gain their trust and confidence.
- h. Remember, one of your duties is to help company grade officers.
- i. Keep the Commanders and First Sergeants informed.
- j. Do not surprise Commanders. Never leave a subordinate unit without telling the Commander/First Sergeant what you have learned.
- k. Remember, they are a part of the team.
- l. Do not put yourself between the subordinate Commander and your Commander.
- m. Explain your role in caring, maintaining, and leading.
- n. Let them know that most of your dealings will be with the First Sergeant.
- o. Let them know your door is always open if they need your assistance.

THE FIRST SERGEANT AND CSM RELATIONSHIP

- a. Do not do their job!
- b. Provide guidance and support.
- c. Keep them informed.
- d. Establish a rapport which will create loyalty, trust, and support.
- e. Teach, train, and mentor.
- f. Stress the importance of the NCO support chain.
- g. Do not put yourself between the First Sergeant and the Company Commander.

YOUR RELATIONSHIP WITH YOUR HIGHER HEADQUARTERS CSM

- a. Be supportive.
- b. Talk to your CSM often.
- c. Invite your CSM to your unit functions.
- d. Ask your CSM for ideas and advice, etc. (Try some of your ideas on your CSM).
- e. Use your CSM knowledge and communicate.

PHASE VI - IMPORTANT THINGS TO REMEMBER

PHYSICAL FITNESS - Be able to meet APFT standards and only require the published standards. Do physical training with your units at Annual Training, but do not over do it.

Other items you should remember as a CSM are outlined or reemphasized in the list below:

- a. You are not the Commander.
- b. Relationships/team building is a continuing process.
- c. Always maintain a positive attitude.
- d. Set the example.
- e. Take care of your soldiers and their families.
- f. Do not lose sight of where you came from.
- g. Do not abuse your position.
- h. Do not forget you are a trainer.
- i. You must know [FM 25-100](#) and [FM 25-101](#) to be an effective trainer.

- j. You must train, teach, and mentor your First Sergeants.
- k. You will not win all battles. However, do not fall on your sword too soon or too often.
- l. Coordinate to ensure you are not duplicating efforts.
- m. Become familiar with your unit SOPs.
- n. Reemphasize [FM 22-5](#). Know it and use it.
- o. Know procedures for VIPs. Consult the book entitled Once Over Lightly, A Practical Look at Protocol, by Vivian Lee Reynard for information useful for your spouse.
- p. For information on flags and guidons, review [AR 840-10](#).
- q. It is a great and wonderful experience; have fun and enjoy!

**PHASE VIII - THE SEVEN BY SEVEN RULE OF BEING COMBAT READY
THE SCIENCE AND ART OF COMBAT READINESS.**

THE SCIENCE

LEADERSHIP - Provide leadership that possesses the highest ethical and professional standards committed to the mission accomplishment and well being of subordinates.

ETHICS - Adhere to a standard of behavior that establishes a climate of morality, integrity, trust, and professionalism supportive of the individual and the unit.

DISCIPLINE - Motivate soldiers to respond to orders, initiate action in the absence of orders, and adhere to proper standards of conduct.

MORALE - In each soldier, maintain and nurture a sense of individual accomplishment, self-esteem, and well being that contributes to the unit.

ESPIRIT DE CORPS - Develop pride and confidence in the unit and a sense of belonging.

CHAIN OF COMMAND - Maintain a leadership communication structure that supports mission accomplishment and responds to the needs of our soldiers and families.

PROFESSIONALISM - Develop in your soldiers a sense of service, duty, and dedication to the honorable profession of arms.

THE ART

PLANNING - Manage information, prioritize missions, allocate resources, and coordinate actions through time to maximize readiness and minimize use of resources, and transition to a modernized force.

PERSONNEL - Obtain, utilize, develop, recognize, care for, and retain quality soldiers.

SECURITY - Safeguard personnel, equipment, documents and sensitive information to preclude loss, theft or compromise.

TRAINING - Prepare soldiers to move, shoot, communicate, survive, and accomplish their wartime mission.

LOGISTICS - Obtain, utilize, maintain, and account for our materiel and monetary resources. Assure that support is in place to accomplish our wartime mission.

MAINTENANCE - Maintain our equipment to perform our wartime mission.

COMMUNITY - Involve every member in supporting, respecting, and improving quality of life.

APPENDIX C - NCO INDUCTION CEREMONY

1. The following is a guide to conducting an NCO Induction Ceremony for newly promoted Sergeants and Corporals. Its purpose is to bring our new NCOs into the fold. Conducted as intended, it will reap many benefits for our NCOs and soldiers. It will help our newly promoted NCOs to successfully make the transition from the "follower" to leader. It will foster greater cohesion among what we know is already a "cohesive" NCO Corps in your unit.
2. You will conduct the ceremony in a dignified and solemn manner. All of the unit's NCOs should be in attendance. The Command Sergeant Major should conduct the ceremony. Hold the ceremony in a timely manner, once monthly if needed.
3. Ceremony can be set up similar to Figure 1.
4. The NCO who recommended the candidate for promotion should sponsor the new NCO (This is normally the first line leader).
5. Personalize the NCO Creed (i.e., the candidate's name at the heading and the CSM's, sponsor's and candidate's signature block at the bottom. You can add the distinctive unit insignia or unit patch to further personalize the creed.) (Figure 2)
6. Participants: (See Figure 1)
 - a. NCOs formed
 - b. CSM in position
 - c. Reader of the NCO Creed (Serves as adjutant)
 - d. Candidates with sponsors
7. The uniform is normally the unit's duty uniform.
8. Pre-position the NCO Creed on the signing table. If you use the "wetting down" option, also pre-position the glass on the signing table.
9. If used, pre-position the toasting glasses on the NCO's table.
10. When appropriate, family guests may be present.
11. The soldier reading the NCO Creed must read well, loudly, and clearly.
12. The key is to conduct the ceremony in a proud, dignified, and solemn manner.

****Reference TVT 21-216 NCO Induction Ceremony (USASMA)**

PROGRAM FOR NCO INDUCTION CEREMONY

1. Command Sergeant Major opens with appropriate remarks. This sets the tone for the Ceremony. When opening remarks have been completed, the CSM turns to the designated reader of the NCO creed and asks, "How many candidates do we have to induct?"
2. The ADJUTANT responds: Sergeant Major, we have ____ candidate(s).
3. CSM then addresses the sponsor(s) and candidate(s). Who is the first candidate and sponsor?
4. SPONSOR responds: Sergeant Major, the first candidate is Sergeant/Corporal _____. I, Sergeant _____ am his/her sponsor.
5. CSM directs: Bring your candidate forward. The sponsor and the candidate move forward, the sponsor will be on the candidate's right. Move forward between the two rows of assembled NCOs and stop three steps from the CSM.
6. CSM directs the Adjutant to read the Creed of the NCO.
7. In a loud and clear voice, the Adjutant reads the Creed of the NCO. The Creed of the NCO will be read only once during the ceremony.

8. SIGNING OF THE CREED OF THE NCO: The sponsor moves to the right of the table, candidate to the center and CSM to the left. The candidate will sign the Creed of the NCO followed by the sponsor. Finally the CSM will sign the Creed handing it to the candidate.

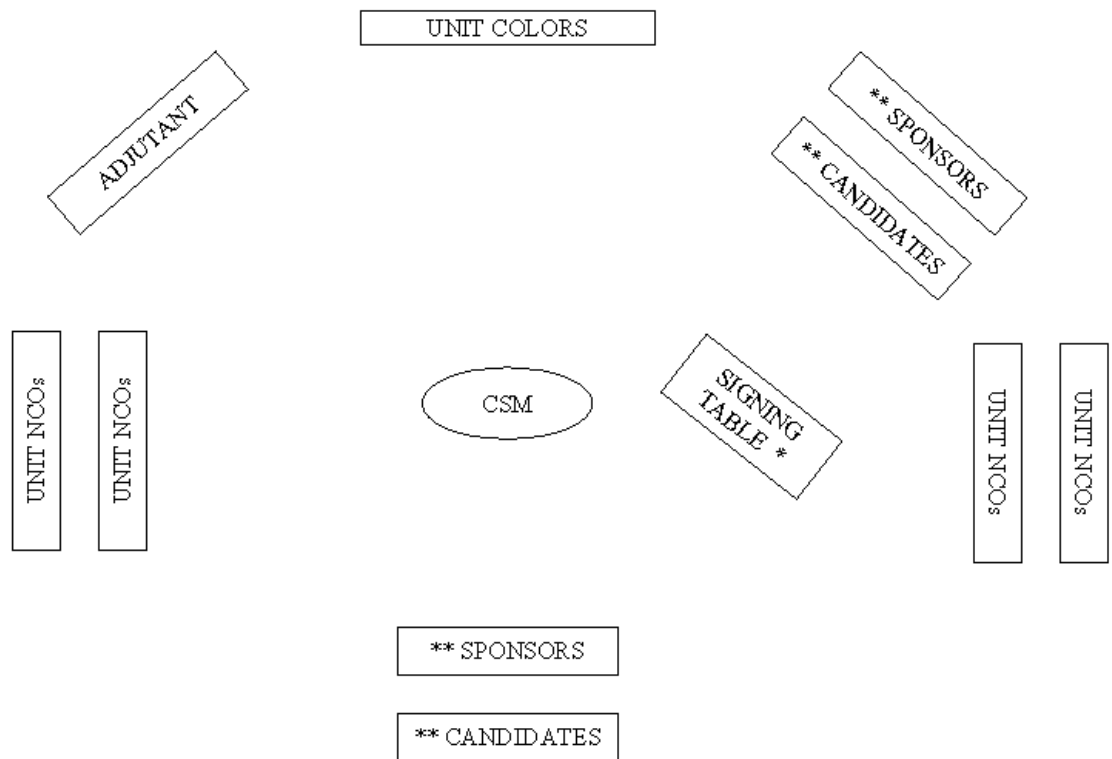
As an option, after the Creed has been signed, the CSM and sponsor can symbolically "WET DOWN" the stripes. This is done with two small long stemmed glasses filled with (_____) and pre-positioned on the signing table.

9. After the signing and wetting down of the stripes, the candidate and sponsor move to a pre-designated position (Figure 1).

10. The CSM will then ask for the next candidate. The sponsor will respond as in paragraph 4, and the CSM will respond as in paragraph 5, and so on until all candidates are brought forward.

11. When all candidates have been inducted, the CSM proposes a toast or an appropriate salute to the newly inducted NCOs. All assembled NCOs then pass down the line of newly promoted NCOs, shake their hands and say, "CONGRATULATIONS, WELCOME INTO OUR CORPS." (This is a very important part of the ceremony.)

12. THIS CONCLUDES THE CEREMONY.

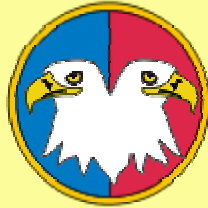


*Creeds are on table

**Location of Candidates & Sponsors after induction

Figure 1. Suggested Layout for Induction Ceremony

Creed of the Noncommissioned Officer



Sergeant John H. Doe



No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals. Noncommissioned Officers. Leaders!

SGT John H. Doe

SSG Mary L. Smith

CSM Edgar A. Poe

Figure 2. NCO Creed

GLOSSARY

AC (Active Component). All full-time elements of the Armed Forces expected to maintain permanent status. (Differentiated from Reserve Component.)

AD (Active Duty). Full-time duty in active US military service. A general term applied to all active military service with the active force without regard to duration or purpose.

ADSW (Active Duty for Special Work). It is used in place of Active Duty for Training to accomplish a special USAR mission or work project as outlined in para 6-2, AR 135-200, RC Personnel Update.

ADT (Active Duty for Training). Tour of active duty which provides training for members of the Reserve Components. An ADT tour is directed by orders which provide both a specific beginning date and number of days for training.

AGR (Active Guard and Reserve). USAR and ARNG members on full-time active duty (other than for training) more than 179 days solely to provide full-time support to the Ready Reserve.

Alert. The period during which troops stand by in response to an alarm. Also, any form of communication used by HQDA or other component authority, to notify ARGVUS or USAR unit Commanders that orders to active duty are pending for their units.

AMSA (Area Maintenance Support Activities). A maintenance shop which provides chiefly organizational maintenance to USAR units in a particular geographic area.

AR-PERSCOM (Army Personnel Command). A field operating agency of the Chief, Army Reserve (CAR) which manages the professional career development of individual USAR members for mobilization. This agency commands the IRR and Standby Reserve and administers the AGR and IMA programs.

AT (Annual Training). A period of full-time duty for the ARNG and a period of active duty for training for USAR members, required each calendar year. It may be accomplished at installations or other areas appropriate for gaining or sustaining individual or unit skills. USAR training will be not less than 14 days a year (exclusive of travel time) under Title 10 USC 270(a)(1) or (2). ARNG training will be not less than 15 days a year under Title 32 USC 502(a)(2).

Augmentation TDA. This document prescribes the added mission, organizational structure, personnel, and equipment needed to support an added non-TOE mission assigned to an MTOE unit. It may include civilian positions.

Authorization Documents. HQDA (or proponent) approved records that reflect personnel and equipment requirements and authorizations for one or more units. Authorization documents also provide unit organizational information. Authorization documents include MTOEs, TDAs, MOBTDA, and Augmentation TDAs.

Authorized Strength. The total number of personnel prescribed in the authorized column of a manpower authorization document. Examples are modified tables of organization and equipment, tables of distribution and allowances, and unit manning documents.

Classes of Supply. The grouping of supplies into ten categories to facilitate supply management and planning. Major classes are:

Class I	Subsistence: rations and gratuitous issue of health, morale, and welfare items.
Class II	Clothing, individual equipment, tentage, tool sets, and administrative and housekeeping supplies and equipment.
Class III	POL: Petroleum, oil, and lubricants.
Class IV	Construction materials.
Class V	Ammunition

Class VI	Personal demand items sold through a PX.
Class VII	Major end items: Includes tanks, armored personnel carriers, and helicopters.
Class VIII	Medical.
Class IX	Repair parts for equipment maintenance.
Class X	Nonstandard items to support nonmilitary programs such as economic development.

CONUS. Continental United States.

CTA (Common Table of Allowances). A document which prescribes basic allowance of organizational equipment, and provides the control to develop, revise, or change equipment authorization inventory data. (Does not pertain to major military equipment).

ECS (Equipment Concentration Site). An equipment storage area where USAR equipment not necessary for home station training can be located for annual training, multiple unit training assemblies (MUTAs), or mobilization. CONUS Army Commanders must approve equipment to be located at ECS. Equipment in an ECS is also available for use by other RC units and active component units assisting the Reserve Components.

FORMDEPS (FORSCOM Mobilization and Deployment Planning System). A four-volume set of documents providing guidance and procedures and assigning responsibility for planning within HQ FORSCOM, subordinate commands, mobilization stations, and RC units.

FTS (Full-Time Support). The employment of full-time civil service employees in excepted status to perform administrative tasks in USAR units. FTS technicians are normally members of the unit. FTS now includes AGR and AC personnel at the TPU level.

FTSMD (Full-Time Support Management Directorate). This center is co-located at AR-PERSCOM and is responsible for the management of the AGR workforce.

GOCOM (General Officer Command). A USAR troop program unit other than an RSC. It is commanded by a general officer.

HS (Home Station). The assigned permanent location or assembly point of ARNGUS and USAR units, or initial active duty station for individuals reporting separately.

IADT (Initial Active Duty Training). The first period of active duty for initial individual training prescribed by law or regulation for non-prior service enlistees.

IDT (Inactive Duty Training). Authorized training performed by a Reservist not on active duty or active duty for training and consisting of unit training assemblies, additional training assemblies, rescheduled training, or equivalent training, and any special additional duties authorized for reserve personnel.

IET (Initial Entry Training). Training of recruits to produce combat-ready and MOS-qualified soldiers as individual fillers or as part of a unit package.

IMA (Individual Mobilization Augmentee). IRR member pre-selected, pre-trained, and assigned to occupy an authorized active duty position on mobilization, including active duty under 200K Presidential Call-up Authority when deemed necessary.

IRR (Individual Ready Reserve). Consists of Ready Reservists not in the Selected Reserve and not on active duty. IRR may be mobilized to provide filler requirements of active force units; to form new active force units; or to replace combat losses.

M-Day. The day the Secretary of Defense directs that mobilization commence based on a decision by the President, the Congress, or both. All mob planning will be based on that date.

METL (Mission Essential Task List). A prioritized list of tasks developed from the ARTEP of each unit. The METL lists the tasks most important in achieving the unit's mission. The METL is listed on FORSCOM Form 1-1-R. The unit's performance of the tasks in the METL is graded and recorded following the unit's AT.

MS (Mobilization Station). A military installation (active, semi-active, or state-owned) to which a reserve unit is moved for further processing, organizing, equipping, and training.

MOBTDA (Mobilization TDA). This document prescribes the mobilization mission, organizational structure, personnel, and equipment needed to support planned mobilization requirements.

MTOE. (Modified Table of Organization and Equipment (TOE)). This document prescribes the unit organization, personnel, and equipment needed to perform an assigned mission in a specific geographical or operational environment. The MTOE also contains the authorized level of organization (ALO) which the TOE lacks.

MUTA (Multiple Unit Training Assembly). Inactive Duty Unit Training Assemblies held consecutively. MUTA-2s are two four- hour Unit Training Assemblies (8 hours) conducted consecutively.

OPLAN (Operation Plan). A plan to conduct military operations which can be translated into an OPORD with minimum alteration. Complete plans include deployment and employment phases.

OPORD (Operation Order). A directive issued by a commander to his subordinates to coordinate the execution of an operation.

PMCS (Preventive Maintenance Checks and Services). Routine care of unit equipment.

POM (Preparation for Overseas Movement). A period following post-mobilization training when units prepare for overseas movement. The POM for battalion-size combat and combat support type units is about one week.

Ready Reserve. Reserve units and individuals liable for involuntary active duty in time of war or national emergency as declared by Congress or by the President, or when otherwise authorized by law.

RSC (Regional Support Command). A major subordinate command of the US Army Reserve Command (USARC), responsible for training, funding, and command and control of the USAR units in their geographic area, except those reporting directly to USARC or other command.

TDA (Table of Distribution and Allowances). A TDA is an Authorization Document, which prescribes unit organization, personnel, and equipment for units that are generally support or training base units. A TDA may contain civilian positions whereas a TOE or MTOE may not. All TDAs are stored, processed, or modified in the TAADS data system.

TOE (Table of Organization and Equipment). A document that contains the unit mission statement and prescribes the organization, personnel, and equipment required for a particular type of unit. Actual field units may vary in some respects from this model. Field units operate under a modification TOE, or MTOE. All TOEs and MTOEs are filed, processed, or modified by the TAADS data system.

TPU (Troop Program Unit). A TOE, MTOE, or TDA unit of the USAR. The types and numbers of units are based on the mobilization requirements of DA and may include Selective Service Detachments, RSCs, and US Army Reserve Forces Schools.

TSB (Training Support Brigade). TSBs contain branch and functional teams that provide assistance to Reserve Component units.

UIC (Unit Identification Code). A six-position alphanumeric code that uniquely identifies each unit of the Active Army, Army National Guard, and US Army Reserve.

USAR (United States Army Reserve). A Federal force consisting of individuals and combat, combat support, combat service support, and training-type units and individuals organized to provide military training in peacetime and to provide reserve strength in the event of a national emergency.

USR (Unit Status Report). A document for reporting the current status of Active and Reserve Component units.

UTA (Unit Training Assembly). An authorized and scheduled training assembly of not less than four hours duration which includes roll call and rest periods.

ACRONYMS AND ABBREVIATIONS

AAR.....After Action Report
AC.....Active Component
ADP.....Automated Data Processing
ADSW.....Active Duty for Special Work
ADT.....Active Duty for Training
AGR.....Active Guard and Reserve
AR.....Army Regulation
ARNG.....Army National Guard
AR-PERSCOM...Army Reserve Personnel Command
ARTEP.....Army Training and Evaluation Program
ASI.....Additional Skill Identifier
ATC.....Army Training Center
AUEL.....Automated Unit Equipment List
AUGTDA.....Augmentation Table of Distribution and Allowances
C².....Command and Control
C³.....Command, Control and Communications
CEOI.....Communications-Electronics Operating Instructions
CONUS.....Continental United States
CONUSA.....Continental United States Army
CoS.....Chief of Staff
CPX.....Command Post Exercises
CTG.....Command Training Guidance
CTA.....Common Table of Allowances
DA.....Department of the Army
DMOS.....Duty Military Occupational Specialty
DOD.....Department of Defense
DODAAC.....DOD Activity Address Code
ECS.....Equipment Concentration Site
EDDA/S.....Estimated Departure Date Air/Sea
EEI.....Essential Elements of Information
ERC.....Equipment Readiness Code
ET.....Equivalent Training
FAD.....Force Activity Designator
FC.....FORSCOM
FORMDEPS.....FORSCOM Mobilization and Deployment/Planning System
FORSCOM.....US Army Forces Command
FTM.....Full-Time Manning
FTS.....Full-Time Support
FTSMD.....Full-Time Support Management Directorate
GOCOM.....General Officer Command
HQDA.....Headquarters, Department of the Army
HS.....Home Station
IADT.....Initial Active Duty Training
IDT.....Inactive Duty Training
IET.....Initial Entry Training
IMA.....Individual Mobilization Augmentee
IRR.....Individual Ready Reserve
JUMPS.....Joint Uniform Military Pay System
LAD.....Latest Arrival Date
LIN.....Line Item Number
LOI.....Letter of Instruction
MSAD.....Mobilization Station Arrival Date
M-Day.....Mobilization Day
METL.....Mission Essential Task List
MFR.....Memorandum for Record
MOBERS.....Mobilization Equipment Redistribution System

MOBEXMobilization Exercise
 MOBTDAMobilization Table of Distribution and Allowances
 MOSMilitary Occupational Specialty
 MOUMemorandum of Understanding
 MPFRMilitary Personnel Financial Record
 MPRJMilitary Personnel Records Jacket
 MSMobilization Station
 MTBSPMobilization Troop Basis Stationing Plan
 MTCManeuver Training Command
 MTDAModified Table of Distribution and Allowance
 MTOEModification Table of Organization and Equipment
 MUTAMultiple Unit Training Assembly
 MWOModification Work Order
 NACNational Agency Check
 OCAROffice Chief Army Reserve
 OCONUSOutside Continental United States
 OPCONOperational Control
 OPLANOperation Plan
 OPODOperation Order
 PERSCOMPersonnel Command (DA Level)
 PFRPersonal Financial Record
 PLLPrescribed Load List
 PMCSPreventive Maintenance Checks Services
 PMOSPrimary MOS
 POEPort of Embarkation
 POLPetroleum, Oil, and Lubricants
 POMPreparation for Overseas Movement
 PORPreparation of Overseas Replacement
 PTSRPost Mobilization Training and Support Requirements
 RCReserve Component(s)
 RSCRegional Support Command
 SAEDASubversion and Espionage Directed against the Army
 SBSupply Bulletin
 SMOSSecondary MOS
 SMPSimultaneous Membership Program
 SOISignal Operation Instructions
 TAADSThe Army Authorization Document System
 TDATable of Distribution and Allowances
 TOETable of Organization and Equipment
 TPUTroop Program Unit
 TSBTraining Support Brigade
 UCMJUniform Code of Military Justice
 UICUnit Identification Code
 USARUS Army Reserve
 USARCUS Army Reserve Command
 USARECUS Army Recruiting Command
 USRUnit Status Report
 UTAUnit Training Assembly
 YTGYearly Training Guidance